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THE RELATIONSHIP OF PSYCHOLOGICAL CAPITAL TO PSYCHOLOGICAL EMPOWERMENT AMONG FEMALE WORKERS AT LEADERSHIP POSITIONS

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ABSTRACT

The goal of the study was to examine the relationship between psychological capital and psychological empowerment in the work environment among female workers at leadership positions in the public and private sectors. A questionnaire was distributed randomly between a sample of female workers with leadership tasks in the governmental and private sectors in the Jizan region. The research sample consists of (477) female workers with leadership position in the public and private sectors, including (312) female workers in the government sector, and (165) in the private sector. The data were analyzed using SPSS by multiple regression analysis, Pearson's correlation coefficient, t-test for significance of differences, and analysis of variance. The results indicated that there is a positive, statistically significant relationship between the sources of psychological capital and psychological empowerment in the work environment among the female workers with leadership tasks in the public and private sectors. The implications, and recommendations also discussed.

Keywords: *Psychological capital, Psychological empowerment, Female workers, Female leadership.*

INTRODUCTION

Psychological capital is considered to be a part of positive organizational behavior, which indicates the extent to which an employee has positive psychological characteristics. Therefore, employees with positive psychological characteristics can handle in a better way, and that reflects on their performance and aims to be better while handling their tasks, which in return helps the organizations they are working for to overcome the economic burdens in times of crisis. Hence, those positive psychological abilities are important for employees to have (Sridevi & Srinivasan, 2012). The employees play a key role in putting their organizations in a competitive position, different organizations always try to find new techniques and ways to utilize their employees. Therefore, the Kingdom of Saudi Arabia has included in the vision of 2030 the plan to increase the participation of females in the labor market, in addition to involving them in in political positions based on their valuable participation in the consultative council, reaching the top positions in the education field and running for mayor positions. Since women have been given their chance in participating, they have been encouraged to enter and get involved in different sectors which increase the percentage of working women in Saudi,

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alongside giving them the chance to be a part of developing their community. Many studies have pointed out that, supporting self-empowerment depends on sources of strength, and those are: the ability to self-carrying and self-belief, besides that, many studies have pointed to the existence of a positive relationship between empowerment and the increase in performance, innovation, loyalty, job satisfaction, and behavior among female workers in administrative positions (Al-Kaabi, 2018). In addition, Afram *et al.*, (2022) stated out that the psychological empowerment has a positive influence on workers engagement. Also Afram *et al.* (2022) stated that the workers who are empowered psychologically are satisfied with their jobs. They display a desirable level of commitment and have strong intentions to produce positive outcomes of their organisation.

Problem Statement

Psychic Capital or PsyCap is a psychological state that lies in between the psychological mood states and personality traits, therefore, it could be developed through a positive psychological program to increase productivity, and satisfaction in the work environment (Luthans *et al.*, 2007). Job satisfaction helps in reaching the psychological and social compatibility for individuals and increases their productivity, it also helps the management to gain the most out of the available resources with the least effort and time possible, which leads to achieving efficiency in productivity (Majzoub *et al.*, 2020). When the vision of 2030 was developed, women were at the front of it for many reasons, because women represent half of the community. Therefore, the Saudi woman has proven her capability in every field she has entered, especially throughout the current changes, which is promising for the Kingdom of Saudi Arabia for supporting the women's role in the development (The vision and empowering the Saudi women, 2018).

The first quarter of 2020 showed involving Saudi women and the government led by King Salman and the crown prince Mohammed Bin Salman has believed in the developmental role of Saudi women in developing the local economy and the development plans (Empowering the Saudi Women, 2020).

Based on that, the current study focused on examining the relationship between psychological capital and psychological empowerment. It studied the two main variables with their factors as shown in **Figure 1**.

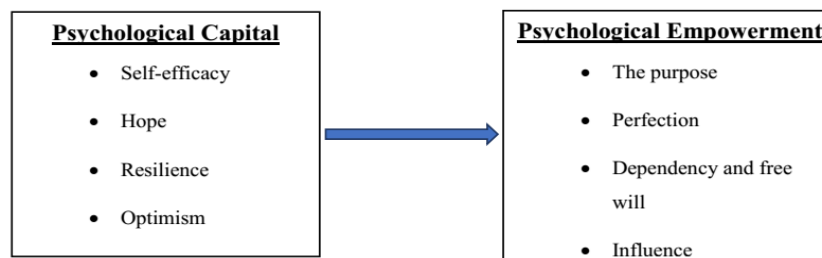


Figure 1. Conceptual Framework of Study

Study Objectives

The current study has several objectives including the following:

1. Get to know the level of involvement of the psychological capital in psychological empowerment in the work environment among the participants in this study among the female workers in leadership positions in the public and private sectors.
2. Set a vision for the future to allow Saudi women to play a role in the vision of 2030.
3. Look for the main psychological obstacles to allowing Saudi women to involve more in the labor market.
4. Improve the quality of the working environment to allow Saudi women to participate in the labor market in Jizan Province.
5. Suggest plans and design leading programs to allow more chances for women's involvement in the labor market.

Terminologies of the Study

First: Psychological capital or PsyCap is a group of positive psychological feelings that affect the employees and enable them to achieve their goals, and their optimism about their future careers (Amin, 2019).

Second: Psychological empowerment is defined as “the cognitive structure that includes the individual's beliefs about his/her competence (Hasan, 2018).

The Importance of the Study

- It focuses on female workers with leadership positions in the public and private sectors.
- The study the subject of empowering Saudi women in the labor market and increasing opportunities for them to participate in various sectors and institutions.
- Study investing psychological capital among workers' indirect impact through the mediating role of some variables such as job satisfaction and psychological empowerment.
- The practical importance of this study highlights the results it provides, which may help when employed in different institutions to increase opportunities in the labor market and the desire of female workers to occupy these jobs.



Theoretical Framework

A positive psychological state helps the workers to improve their performance in an organization, and this encourages them to be more motivated to work (Al-Zeer, 2019).

First: Psychological Capital (PsyCap):

The concept of psychological capital was aimed at focusing on the positive characteristics of the individual rather than focusing on problems (Al-Dulaimi, 2016; Al Meslamani *et al.*, 2021). Radwan and Ataa (2018) pointed out that, psychological capital is one of the most important resources and skills owned by the organization and in addition to making the effort to solve and confront problems that may occur in their careers than others. Luthans *et al.* (2007) mentioned that psychological capital includes sufficient self-confidence to complete difficult tasks, and the ability to face problems and difficulties that may occur in their professional career.

Characteristics of Psychological Capital

Many researchers and specialists agreed that psychological capital has four components such as hope, optimism, flexibility, and self-efficacy. Psychological capital evaluation is a strong

indicator of the performance of workers within organizational institutions, such as in the study of Newman *et al.* (2018), and it can be measured through the responses of individuals in different work environments.

Dimensions of Psychological Capital

Optimism: It is seen as a method that interprets positive events and attributes their results to personal capabilities, (Luthans *et al.*, 2007). In addition, Al-Dulaimi (2016) pointed out that the dimensions of psychological capital are related to each other and play an important role in balancing the psychological state of individuals and improving their traits and professional performance.

Hope: Radwan and Atta (2018) believe that hope expresses the individual's positive feeling about his/her future and the positive results that he/she expects to achieve, alongside that, a significant correlation was found between hope and improvement and an increase in production and job satisfaction within organizational institutions (Luthans *et al.*, 2007).

Self-efficacy: The concept of self-efficacy refers to the effectiveness of individuals in facing challenges and new situations (Al-Asouli, 2019; Alrusayyis *et al.*, 2021). It also indicates having the confidence to make the necessary efforts to succeed in any given task (Newman, 2018). As Al-Asouli (2019) reported on Al-Rajeh (2017) that self-efficacy emphasizes that, individuals can control and direct their behaviors.

Flexibility: It is the individuals' positive response to the crippling events to which they might get exposed to achieve success (Al-Dulaimi, 2016). Flexibility may be adaptive, such as the ability to produce several different ideas about a situation quickly (Al-Asouli, 2019).

Second: Psychological Empowerment

Empowerment Concept: Empowerment means granting official authority or legal power to a person. Therefore, it is found that the application of empowerment in any organization requires the participation of two parties: the power-giver, and the power-grantor, which is investing in the abilities and talents of others and making them aware of the importance to enrich their career work (Al-Kaabi, 2018).

Psychological Empowerment: Zhou Mi Avlio (2004) sees it as a structure that can lead to positive results on the personal and professional levels (Al-Kaabi, 2018).

Women Psychological Empowerment: Empowerment is increasing women's opportunities for self-reliance and independence (Al Kaabi, 2018). According to Vision 2030, the Kingdom of Saudi Arabia is working to raise the percentage of women leaders in the labor market by including several leadership training programs for women (Achievements of the Kingdom's Vision 2030, 2016).

Dimensions of Psychological Empowerment: Psychological empowerment consists of four independent dimensions, which dimensions are concerned with the individuals' feeling that the objectives of the work they do are of real benefit to them, then efficiency: It's about the individuals' confidence in their ability to perform the tasks assigned to them successfully, and independence, through this freedom and independence, the workers feel their responsibility for the results of the work (Al-Sharida & Abdul Latif, 2018).

Previous Studies



First: Studies that dealt with the relationship between psychological capital and psychological empowerment:

Ahmed's study (2017) showed that there is a significant relationship between positive psychological capital, organizational improvisation, and entrepreneurial behavior. The study of Shu and Osiris (2017), reached that there is a positive relationship between psychological capital and job satisfaction, in addition to a negative relationship between job satisfaction and work turnover. Al-Sanabani's study (2018) showed no statistically significant differences in workers' views on the impact of job burnout on their psychological capital. The study by Asgari and Karimi (2018), found an inverse correlation between psychological capital and professional burnout, and also showed that there is no negative correlation between efficiency, hope, and optimism in professional burnout.

The study of Radwan and Atta (2018) concluded that there are positive significant correlations between the different dimensions of psychological capital and organizational belonging behaviors, as well as the existence of a statistically significant effect of psychological capital on organizational belonging behaviors dimensions such as flexibility, hope and finally self-efficacy. In addition, positive significant effect on each dimension of organizational belonging behaviors, awareness of conscience, and then sportsmanship followed by civilized behavior.

Muhammad's study (2018) reached that the presence of direct negative effects and the totality of statistical function at the level (0.01) of the reasonable capital on the superficial effort strategy, and the presence of direct and indirect positive effects, and statistically significant at the level (0.01) of psychological capital on job satisfaction, and there are direct negative effects and statistically significant at the level (0.01) of the strategy of superficial effort on job satisfaction. The study of Caglar and Yahya (2018) reached that psychological and structural empowerment has a medium effect on the dimensions of psychological capital, represented by emotional exhaustion and sagging personality, while its effect is partial on achievement. The study also showed that psychological capital and psychological and structural empowerment are effective in reducing the burnout levels of teachers.

Amin's study (2019) showed that the statistical analysis a positive significant correlation between psychological capital on job creation, and it was also proven that there is a positive significant effect of psychological capital on job creation and its dimensions. Al-Zeer's study (2019) revealed a positive and significant relationship between the degree of psychological capital and job satisfaction, as well as a strong correlation between psychological capital and all its dimensions alongside the job performance of workers at the university.

Second: Previous studies that dealt with psychological empowerment and other variables:

The study by Batool, Ahmed and Qureshi (2016) performed multiple regressions to measure the relative strength of the variables in predicting psychological empowerment among women. The results revealed that self-esteem, social support, spousal support, paid jobs, and dowry, significantly predict psychological empowerment in women. Muthmainah and Wustari (2018) studied the effect of psychological capital and psychological empowerment on emotional commitment and the results showed that psychological capital has a significant impact on emotional commitment to change from psychological empowerment.

The study of Al-Shuraida and Abdul-Latif (2018), found that the absence of statistically significant differences between teachers' scores at different levels of experience in creative



teaching skills, while there were statistically significant differences between teachers' experience level with psychological empowerment in favor of teachers with more experience. The study recommended the development of confidence in individuals through the development of psychological empowerment and psychological capital. The study of Qian and Fangfang (2019) showed that psychological empowerment is positively related to all dimensions of work participation, and the results of the regression analysis showed the positive role of psychological empowerment in achieving work participation mainly through two dimensions: meaning and efficiency. Similarly, some studies focused on the enhancement in the work environment and how that leads psychologically, to desirable outcomes. Such as study by Tsegaw, Getachew, and Tegegne (2022) indicated that the female workers in private sector are less pressure and stress than public sector. That back to reducing the workload and providing stress management training for workers.

Commenting on Previous Studies

Identify job burnout and its impact on the level of psychological capital and the level of job correlation among leadership workers (Al-Shweiki, 2019), and identify the relationship between psychological capital and each of the strategies of emotional effort and job satisfaction (Mohammed, 2018), and impact of psychological capital in the dimensions of organizational belonging behaviors (Radwan & Atta, 2018), and structural empowerment and role of psychological in the relationship between levels of job burnout and psychological capital (Caglar & Yahya , 2018).

It was found that there is a fundamental relationship between capital and performance variables, through which it is possible to predict increased performance and satisfaction at work (Luthans *et al.*, 2007), and the similarity of workers with their leaders in levels of psychological capital enhances an individual's suitability to work in the organization and makes them more aligned and more satisfied than others (Larson, 2013). The employees' perceptions were high on the level of psychological capital, and its moral and positive association with organizational belonging behaviors (Radwan & Atta, 2018). It also showed that psychological capital and psychological empowerment are effective in reducing the levels of job burnout for teachers (Caglar & Yahya, 2018), and it has also found a significant effect of psychological capital on job creation, its dimensions, and job correlation among workers (Amin, 2019). Similarly, a study by Ren *et al.* (2022) indicated that empowering leadership have a positive influence on employee improvisation, that mediated by challenge and hindrance stress. This refers to that empowering leadership advanced challenge stress and decreased hindrance stress of workers, thereby stimulating employee improvisation. Therefore, empowering leadership has a positive impact on the workers and job of the workplace. Furthermore, Hasan and Wahid (2022) found that employee empowerment has a strong relationship with organisational effectiveness. Hence, the effectiveness in any organisation depends on the workers empowerment.

It was found that there is a positive impact of psychological empowerment on citizenship behavior and individual readiness for change (Turnipseed & VandeWaa, 2020), and a correlational relationship between the dimensions of psychological empowerment, life guidance, and creative teaching skills (Al-Nawajah, 2016; Al-Sharida & Abdel-Latif, 2018), and self-esteem, social support, spousal support, paid employment, and dowry significantly predicts



psychological empowerment in women (Batool *et al.*, 2016). The results also showed the significant impact of psychological capital on emotional commitment and the psychological empowerment variable (Muthmainah & Wustari, 2018).

Therefore, the current study agreed with the previous studies that were presented in that:

- It deals with the subject of psychological capital as a basic variable in the study.
- It agrees with some studies in dealing with the relationship between psychological capital and psychological empowerment as one of the study variables.

Study's Hypotheses

There is a positive relationship with statistical significance between the sources of psychological capital and psychological empowerment in the work environment among the female workers in the current study with leadership tasks in the public and private sectors.

MATERIALS AND METHODS

The study conducted a descriptive and correlative in 2021 in the Jazan region. The population was female workers with leadership tasks in the public and private sectors. The random sample of female workers consists of (477) female workers with leadership tasks in the public and private sectors, including (312) female workers in the government sector, and (165) in the private sector. The data were analyzed using multiple regression analysis, Pearson's correlation coefficient, t-test for significance of differences, and analysis of variance.

Data Analysis

Study Tools: The tools of the current study are the psychological capital scale and the psychological empowerment scale.

The correlation coefficients between the degree of the individual and the degree of the dimension to which it belongs on the psychological capital scale are statistically significant at the level of 0.01; which indicates the validity of the scale.

Also, correlation coefficients between the degree of dimensions to each other, as well as between the dimensions and the total degree are statistically significant at the 0.01 level; which indicates the validity of the scale.

Internal Consistency

The correlation coefficient between the individual score and the total score of the scale was calculated after applying it to the survey sample.

The total degree of the psychological capital scale is statistically significant at the level of 0.01; which indicates the internal consistency of the scale.

Stability

The stability of the psychological capital scale was calculated using Cronbach's alpha equation for the dimensions of the scale and the total score.

Table 1 pointed out that the stability coefficients for the dimensions of the psychological capital scale (self-efficacy - hope - steadfastness - optimism - the total degree) amounted, respectively, (0.716 - 0.852 - 0.789 - 0.912), which are high stability coefficients; This indicates the stability of the scale.



Second: The Psychometric Characteristics of the Psychological Empowerment Scale:

1- Vocabulary Validity: Vocabulary validity was calculated by calculating, after applying the scale to the exploratory sample whose number reached (100) participants from the same original research community.

Table 1. Stability coefficients for scale and overall degree dimensions

Coefficient	Dimension	Cronbach's alpha stability coefficient
1	Self-efficacy	.716
2	Hope	.852
3	Steadfastness	.789
4	Optimism	.759
5	Total score	.912

The correlation coefficients at the level of 0.01; indicating the validity of the scale. The correlation coefficient between the total degree of the scale and the degree of dimension was also calculated.

The the correlation coefficients are statistically significant at the 0.01 level; which indicates the validity of the scale.

Internal consistency: The correlation coefficient between the individual score and the total score of the scale was calculated after applying it to the survey sample.

The correlation coefficients are statistically significant at the 0.01 level; indicating the internal consistency of the scale.

1- *Stability:* The stability of the psychological empowerment scale was calculated using Cronbach's alpha equation for the dimensions of the scale and the total score.

The stability coefficients for the dimensions of the psychological capital scale (meaning - proficiency - freedom of will and independence - impact - total degree) amounted, respectively, (0.852 - 0.901 - 0.823 - 0.809 - 0.904), which are high stability coefficients; this indicates the stability of the scale.

RESULTS AND DISCUSSION

To verify this hypothesis, the Pearson correlation coefficient was calculated between the participants' scores on both the psychological capital scale and psychological empowerment.

Table 2 cleared that the correlation coefficients are statistically significant at the level of 0.01; indicating that there is a correlation between psychological capital and psychological empowerment among the participants in the study.

Results explained that psychological capital aims to focus on the positive characteristics of the individual instead of focusing on problems, improving relationships within the institution, improving performance and job creativity, and this is consistent with the study Amin (2019), Al-Zeer (2019), Al-Dulaimi (2016), and Atta (2018) studies, achieving job satisfaction for individuals, positivity, optimism, and job stability, which makes the individual feel psychological

empowerment, independence, confidence, ability to achieve goals, increase performance and job satisfaction, and this is consistent with the study of Lothans (2007), the study of Kaplan and Bickes (2013), Ghariba (2016), Berjam *et al.* (2017), Shaw and Osiris (2017), and Muhammad's study (2018) and that psychological capital raises the level of individuals in building relationships, professional growth, and change. This is consistent with the study by Bradley (2014), Lizar *et al.*, (2015), and Ahmed (2015), that workers who are optimistic, confident, innovative, and problem-solving are more insistent in making the effort to solve their professional problems than others.

(a) The multiple regression analysis equations were also used to find out the possibility of predicting psychological empowerment through the dimensions of psychological capital.

Table 2. Correlation coefficient between the scores of the sample members on the scale of psychological capital, job satisfaction, and psychological empowerment

Psychological Capital	The Meaning	Perfection	Freedom of will and independence	Influence	Psychological Empowerment
Self-Efficiency	.318**	.336**	.318**	.320**	.401**
Hope	.408**	.390**	.409**	.389**	.497**
Resilience	.339**	.329**	.330**	.317**	.409**
Optimism	.257**	.302**	.331**	.329**	.379**
Total score	.410**	.414**	.426**	.413**	.517**

Table 3 showed that the value of "F" to know the possibility of predicting psychological empowerment through psychological capital among female participants working in the public and private sectors amounted to (58.233), which is a statistically significant value at the level of 0.01; which shows the possibility of predicting psychological empowerment by the dimensions of psychological capital.

Table 3. The value of "F" to know the predictability of psychological empowerment through the dimensions of psychological capital

Source of variance	Square Sum	Degrees of freedom	Square Average	"F" Value	Significance level
Regression	5354.177	3	1784.726	58.233	0.01
Remains	14496.393	473	30.648		
The Sum	19850.570	476			

Table 4 showed that hope, steadfastness, and efficiency, where the predictive value was 5.421, 2.791, and 2.405, which is a statistically significant value at the level of 0.01, and R^2 was 0.054, 0.016, and 0.010, which means that hope, resilience, and efficiency contribute by 5.4, 1.6, and 1.00% in predicting psychological empowerment among female workers in the public and private sectors.

-The predictive value of psychological capital dimensions that did not enter the regression equation was also calculated.



Table 4. Multiple regression results to find out the relative contribution of psychological capital dimensions in predicting psychological empowerment.

Independent variable	partial correlation coefficient (R)	R ²	Interpretation coefficient (R ²) Form	Regression coefficient B	Normative Error	Standard Regression Coefficient (β)	(T) Value
Hope	.242	0.059	0.054	.513	.095	.324	5.421**
Regression	.127	0.016	0.012	.423	.152	.143	2.791**
Self-efficacy	.110	0.012	0.010	.376	.156	.125	2.405**
Regression constant = 30.008							

The results also indicated that the predictive value of optimism is not statistically significant (T value= 1.044); therefore, the regression equation was not entered.

Following what was mentioned above; the regression equation can be written as:

$$\text{Psychological empowerment} = 30.008 + 0.513 \times \text{Hope} + 0.423 \times \text{Resilience} + 0.367 \times \text{Self-efficacy} \quad (1)$$

It is clear from the above that if psychological capital is achieved, there is psychological empowerment and job satisfaction as the psychological state of the individuals affects their performance at work, and this is consistent with the Bradley (2014), Lizar *et al.*, (2015), Ding *et al.* (2015), Berjam *et al.* (2017), Shaw and Osiris (2017), Muhammad (2018) and Amin (2019) and hope as one of the dimensions of psychological capital is the most contributor to predicting job satisfaction, and psychological empowerment and, makes them feel positive about work, and this is consistent with Al-Zeer's (2019), Al-Shweiki (2019), Ahmed (2015) and Gharib (2016) studies, and it differs from the study of Kaplan *et al.* (2013) in the absence of an effect on both hope and self-efficacy on the level of job satisfaction.

(2) - To know the predictability of psychological empowerment through the dimensions of psychological capital.

Table 5 indicated that the value of "F" amounted to (36,519), which is a statistically significant value at the level of 0.01; which indicates the possibility of predicting psychological empowerment through the dimensions of psychological capital.

Table 5. The value of "F" to know the predictability of psychological empowerment through the dimensions of psychological capital among female workers in the government sector

Variance Source	Square Sum	Degrees of Freedom	Square Average	"F" Value	Indication level
Regression	2399.309	2	1199.654	36.519	0.01
Remains	10150.679	309	32.850		
Total	12549.987	311			

Table 6 pointed out that the predictive value of hope and optimism was 3.684 and 3.449, which is a statistically significant value at the 0.01 level; and the R² value was 0.157 and 0.152, which

means that hope and resilience contribute by 15.75 and 15.2% in predicting psychological empowerment among female workers in the government sector.

-The predictive value of psychological capital dimensions that did not enter the regression equation was also calculated.

Table 6. Multiple regression results to find out the relative contribution of the dimensions of psychological capital in predicting psychological empowerment among female workers in the government sector.

Independent variable	partial correlation coefficient (R)	R ²	Interpretation coefficient (R ²) Form	Regression coefficient B	Normative Error	Standard Regression Coefficient (β)	(T) Value
Hope	.400	.160	.157	.411	.112	.248	3.684**
Optimism	.395	.156	.152	.685	.199	.233	3.449**
Regression constant = 33.869							

The results also confirmed that the predictive value of both self-efficacy and resilience is not statistically significant ((T) Value for self-efficacy is 1.378) and ((T) Value for resilience is 1.370); therefore, they did not enter the regression equation.

In light of the above, the regression equation can be written as:

$$\text{Psychological empowerment} = 33.869 + 0.411 \times \text{hope} + 0.685 \times \text{optimism} \quad (2)$$

(B) - (Private sector) to verify this hypothesis, the stepwise multiple regression analysis equations were used.

1. For the verification of this hypothesis, a gradual multiple regression analysis was used to find out the possibility of predicting job satisfaction through the dimensions of psychological capital among female workers in the private sector.

Table 7 found that the value of "F" amounted to (28.348), which is a statistically significant value at the level of 0.01; which indicates the possibility of predicting job satisfaction through the dimensions of psychological capital.

- For the verification of this hypothesis, a gradual multiple regression analysis was carried out to determine the possibility of predicting psychological empowerment by the dimensions of psychological capital.

Table 7. The value of "F" to know the possibility of predicting job satisfaction through the dimensions of psychological capital among female workers in the private sector

Variance Source	Square Sum	Degrees of Freedom	Square Average	"F" Value	Indication level
Regression	286.628	1	286.628	28.348	0.01
Remains	1648.075	163	10.111		
Total	1934.703	164			



Table 8 found that the value of "F" amounted to (64.366), which is a statistically significant value at the level of 0.01; indicating the possibility of predicting psychological empowerment through the dimensions of psychological capital.

Table 8. The value of "F" to know the predictability of psychological empowerment through the dimensions of psychological capital among female workers in the private sector

Variance Source	Square Sum	Degrees of Freedom	Square Average	"F" Value	Indication level
Regression	3227.560	2	1613.780	64.366	0.01
Remains	4061.652	162	25.072		
Total	7289.212	164			

Table 9 cleared that hope self-efficacy, the predictive value was 7.054 and 2.670, which is a statistically significant value at the 0.01 level; and R^2 was 0.416 and 0.265, this means that hope and self-efficacy contribute by 41.6 and 26.5% in predicting psychological empowerment among female workers in the private sector.

-The predictive value of psychological capital dimensions that did not enter the regression equation was also calculated.

Table 9. Multiple regression results to find out the relative contribution of psychological capital dimensions in predicting psychological empowerment among female workers in the private sector.

Independent variable	partial correlation coefficient (R)	R^2	Interpretation coefficient (R^2) Form	Regression coefficient B	Normative Error	Standard Regression Coefficient (β)	(T) Value
Hope	.647	.419	.416	.775	.110	.525	7.054**
Self- efficacy	.521	.271	.265	.601	.225	.199	2.670**
Regression constant = 26.093							

The previous table shows that the predictive value of resilience (T value = 1.536) and optimism (T-value = -0.749) are not statistically significant; therefore, they did not enter the regression equations. Based on the above, the regression equation can be written as:

$$\text{Psychological empowerment} = 26.093 + 0.775 \times \text{Hope} + 0.601 \times \text{Self-efficacy} \quad (3)$$

CONCLUSION

It is clear from the above that the possibility of predicting psychological empowerment and job satisfaction through the dimensions of psychological capital among female workers in the private sector came to a higher degree than in the government sector. Moreover, it was found that there is a dearth of Arabic and non-Arabic studies that examine variables according to the work sector (public/private), a study by Al-Kinani, and Beshatouh (2014), aimed to identify the level of satisfaction, and the nature of the differences in the factors of job satisfaction among teachers and education specialists in the Kingdom of Saudi Arabia in the private and

governmental sectors, the results of which were contrary to this study. These results explained that the private sector is directly concerned with achieving profit, and its owners seek to develop the quality of work by developing the level of workers, diversity of tasks, and distribution of responsibilities, which makes the employee feel optimism and hope, which is reflected positively on the female workers, and therefore on the quality of work. Besides, study by Tsegaw *et al.* (2022) indicated that the female workers in private sector are less pressure and stress than public sector. That back to reducing the workload and providing stress management training for workers. As well incentives and promotion in the public sector, depending on the seniority of the employee, in addition to the job security that a person obtains in the government sector, may limit the individual's desire for development and innovation. Therefore, the Kingdom seeks, according to Vision 2030, privatization to strengthen the partnership between the public and private sectors, which reflects on development.

Recommendations and Suggestions

The following is suggested:

1. The relationship between psychological capital, social and organizational responsibility, and employability of Saudi women.
2. Predicting the organizational responsibility of women through psychological capital.
3. The relationship between the creative abilities of women in the labor market and psychological capital.
4. Predicting the quality of academic work-life through psychological capital among faculty members in the academic sector.
5. The effectiveness of a program based on enhancing psychological capital in developing the productive capacities of Saudi women.
6. A comparative study between the institutions of the public and private sectors.



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